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*Management file cy*  
 MAR 4 1955

SUBJECT: Management Study of the Organization and Staffing of the Security Office

1. PROBLEM:

To examine the organizational structure and staffing pattern of the Security Office in order to determine the organizational refinements and staffing necessary to meet current workload requirements.

2. FACTS BEARING ON THE PROBLEM:

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- a. The present organizational structure of the Security Office (Appendix I) was approved on 24 January 1953. Since that date there have been no major changes in the structure nor in the nature of the assigned functions. The only formal changes have been a revision in name of one element (Special Referral Branch to Headquarters Field Office), the addition of [redacted] Program, and the transfer of two positions in connection with a project conducted by an area division, and the addition of 6 positions added in the support area. 25X9A2
- b. The present Table of Organization provides for [redacted] allocation. The Office has been operating under a personnel ceiling of [redacted] until 14 December 1954 at which 25X9A2 time the ceiling was raised to conform with the then present table of Organization strength. An additional 6 table of organization positions and ceiling strength were approved on 31 January 1955.
- c. The increased demand by many organizations from within the Agency for operational support has given increased emphasis to a function of the present Special Security Division which was of lesser importance at the time the field offices were established.
- d. The promulgation of Executive Orders 10450 and 10451, through their reporting requirements and provisions for conducting investigations and preparing cases for board consideration, has been responsible for a general increase in workload throughout all phases of the personnel clearance process.

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4. DISCUSSION:

- a. The proposed organization structure as shown in Appendix II represents a recognition of the relative importance of the basic security functions now being performed, and constitutes a refinement in organizational structure rather than a radical change in structure.
- b. The main features of the proposed structure are as follows:
  - (1) Establishment of a small staff to be concerned with overall security policy and unencumbered with unrelated operating functions, (See Tab C).
  - (2) Remove the Inspection Division from its place as a line organization, redesignate it as the Inspection Staff and place it in the organization as an advisory staff.
  - (3) Redesignate the operating divisions with names more indicative of their functions (e.g. Security Division to Personnel Security Division, etc.). (See Tabs H and K)
  - (4) Assign all functions pertaining to physical security to one organization and accord it division status, (See Tab I).
  - (5) Provide for two deputies with specific areas of responsibility, (See Tabs G and J).
  - (6) Raise field activities to division status.
  - (7) Recognize the need for an organizational element to handle cover support cases.

These changes, and other refinements are discussed in detail in Tabs A through L, inclusive.

- c. Staffing has been a major problem within the Security Office. Each organizational element with the exception of the Office of Director of Security and the Security Research Staff which do not lend themselves to such analysis, have been carefully examined in an effort to establish some simple index of measurement to apply to known or estimated workload figures. This has been possible to some extent where measurement can be taken in such elements as the Physical Security Branch in terms of badges issued, tons of classified waste handled and other positive accomplishments where the time element is relatively fixed in relation to the work units. Case load

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figures over an extended period do not show the importance of operational support activities to the extent that a pure statistical approach alone is considered an adequate base upon which to determine personnel requirements. Workload figures, however, are presented for the proposed Cover Support Section (See Tab K) in order to establish the need for organizational recognition of the functions performed rather than to support the personnel requirements.

- d. This survey has approached the matter of staffing by establishing for each individual element within the Office, the number of positions thought necessary to accomplish its purpose. The need for increases and decreases has been discussed in detail with responsible supervisors and where significant, are discussed in the attached Tabs. Attached as Appendix III is a comparative statement of each of the major Office elements, present and proposed. Appendix IV isolates the true changes for ready reference. Due to the size and complexity of the total Security Office operations it is considered desirable to provide increased guidance and direction of the operating elements. This has been accomplished by providing for two Deputy Directors, each with specific areas under their jurisdiction, and keeping the Director's span of control at a minimum. This creation of these two additional offices constitutes an increase of 4 positions. All other increases are discussed in the appropriate tabs.

5. CONCLUSIONS:

It is concluded that:

- a. The organizational pattern for the Security Office should consist of the following staff and operating elements:

(1) Advisory staffs

(a) Inspection Staff

(b) Policy Staff

(2) Support staffs

(a) Security Research Staff

(b) [REDACTED] Staff

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(c) Administration and Training Staff

(3) Operating elements

(a) Personnel Security Division

(b) Physical Security Division

(c) Security Support Division

(d) Field Offices

- b. The Director of Security can most effectively coordinate the operational aspects of his overall mission by the employment of two deputies charged with specific areas of responsibility.
- c. A nominal increase in the total staffing pattern is justified, and is in keeping with current workload requirements and the office objective of rendering expeditious service in the field of clearances and operational support. Requirements indicated by actual review of operations, or by measurement of performance over a specified period, support the conclusion that a personnel ceiling increase of 11 positions is justified.

6. RECOMMENDATIONS:

It is recommended that:

- a. The overall organizational structure shown in Appendix II and in detail in Tabs A through L, inclusive, be approved.
- b. The proposed distribution of [redacted] positions shown in Tab III be approved and that Tables of Organization for each proposed element included in the attached Tabs A through L be approved subject to classification action by the Assistant Director for Personnel.

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(The recommended increase may be absorbed within the limit of the current fiscal year allotments and will result in an increase of approximately \$65,340 in subsequent fiscal year allotments.)

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- c. The present personnel ceiling of [REDACTED] positions be raised by 11 positions in order to bring the Table of Organization and the personnel ceiling into conformity.

SIGNED

[REDACTED]  
Chief, Management Staff

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ANNEXES:

Tabs A thru L

CONCURRENCE:

/s/  
SHEFFIELD EDWARDS  
Director of Security

MAR 4 1955  
Date

ACTION BY APPROVING AUTHORITY:

APPROVED:

MAR 25 1955

/s/  
[REDACTED]  
Deputy Director (Support)

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S E C R E T

INDEX TO TABULATIONS



Appendices

GENERAL TABULATIONS

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| II  | Chart of Proposed Organizational Structure  |
| III | Comparative Statement of Present and Approved T/O                                   |
| IV  | Gains and Losses by Staffs and Divisions Not Accounted for by Transfer of Functions |

Tab

DETAILED TABULATIONS

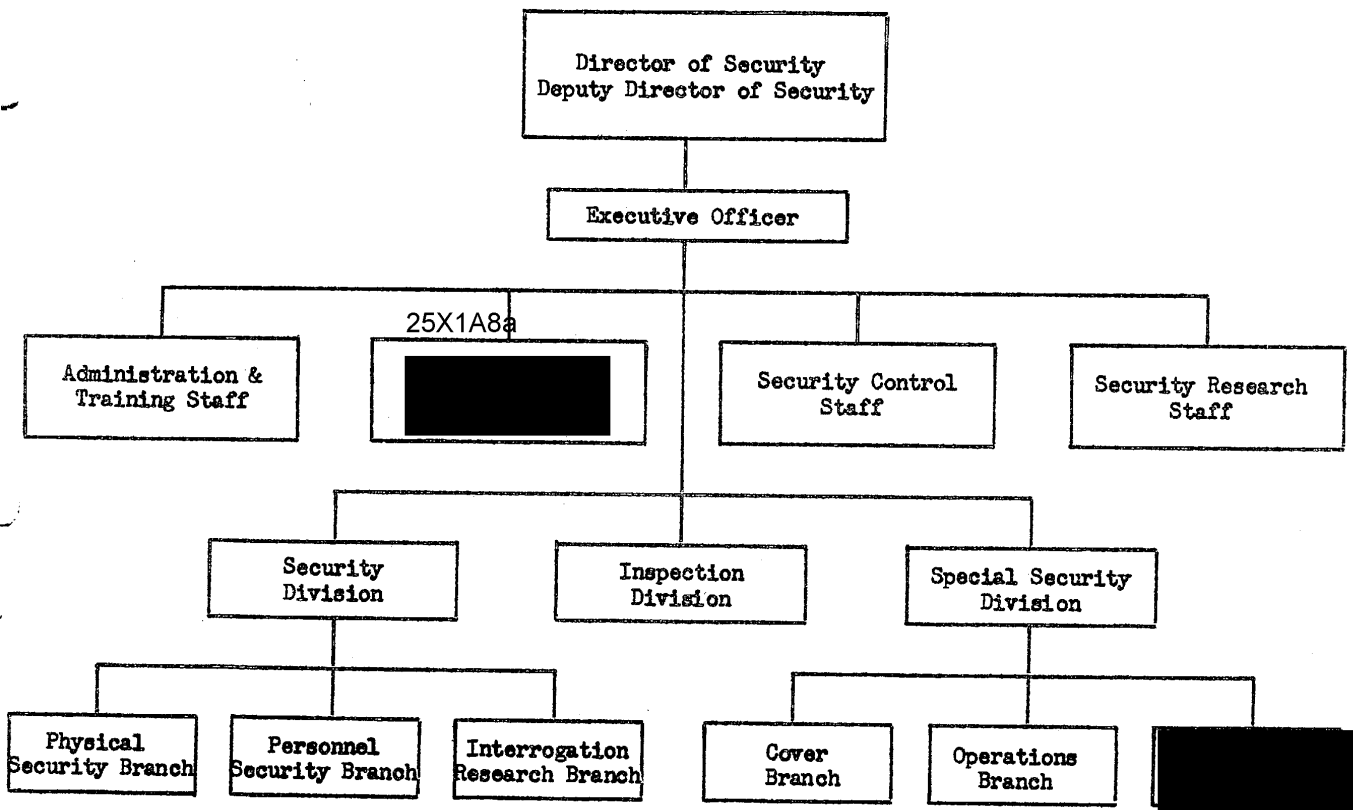
- |   |   |
|---|---|
| A | Office of the Director  |
| B | Inspection Staff  |
| C | Policy Staff  |
| D | Security Research Staff   |
| E |  Staff 25X1A |
| F | Administration and Training Staff   |
| G | Deputy Director for Personnel and Physical Support  |
| H | Personnel Security Division   |
| I | Physical Security Division  |
| J | Deputy Director for Investigations and Operations Support                                       |
| K | Security Support Division   |
| L |              |

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SECURITY OFFICE  
PRESENT ORGANIZATION STRUCTURE

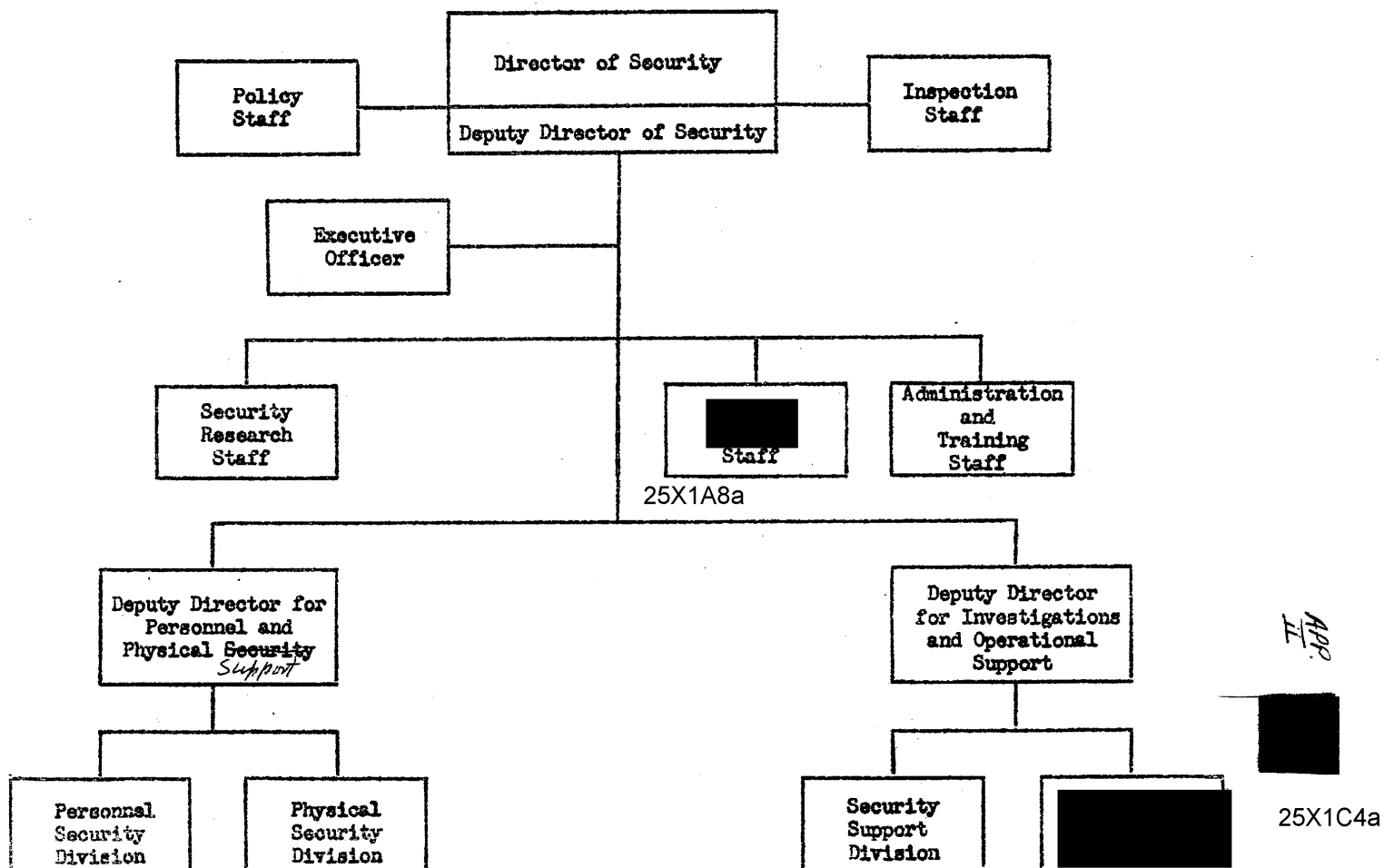


APP.  
I

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Security Office  
Proposed Organization Structure



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S E C R E T

Proposed Staffing Pattern, Security Office

Loss and Gains by Staffs and Divisions  
Not Accounted for by Transfer of Functions

	<u>Loss</u>	<u>Gain</u>
Inspection Staff	2	
25X1A8a [REDACTED]		1
Security Research Staff		7
Deputy Director for Personnel and Physical Support		2
Personnel Security Division	6	
Physical Security Division		9
Deputy Director for Investigations and Operational Support		2
25X1C4a Security Support Division		10
[REDACTED] including Pools	<u>12</u>	—
	20	<u>31</u>
Total Gain		11

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